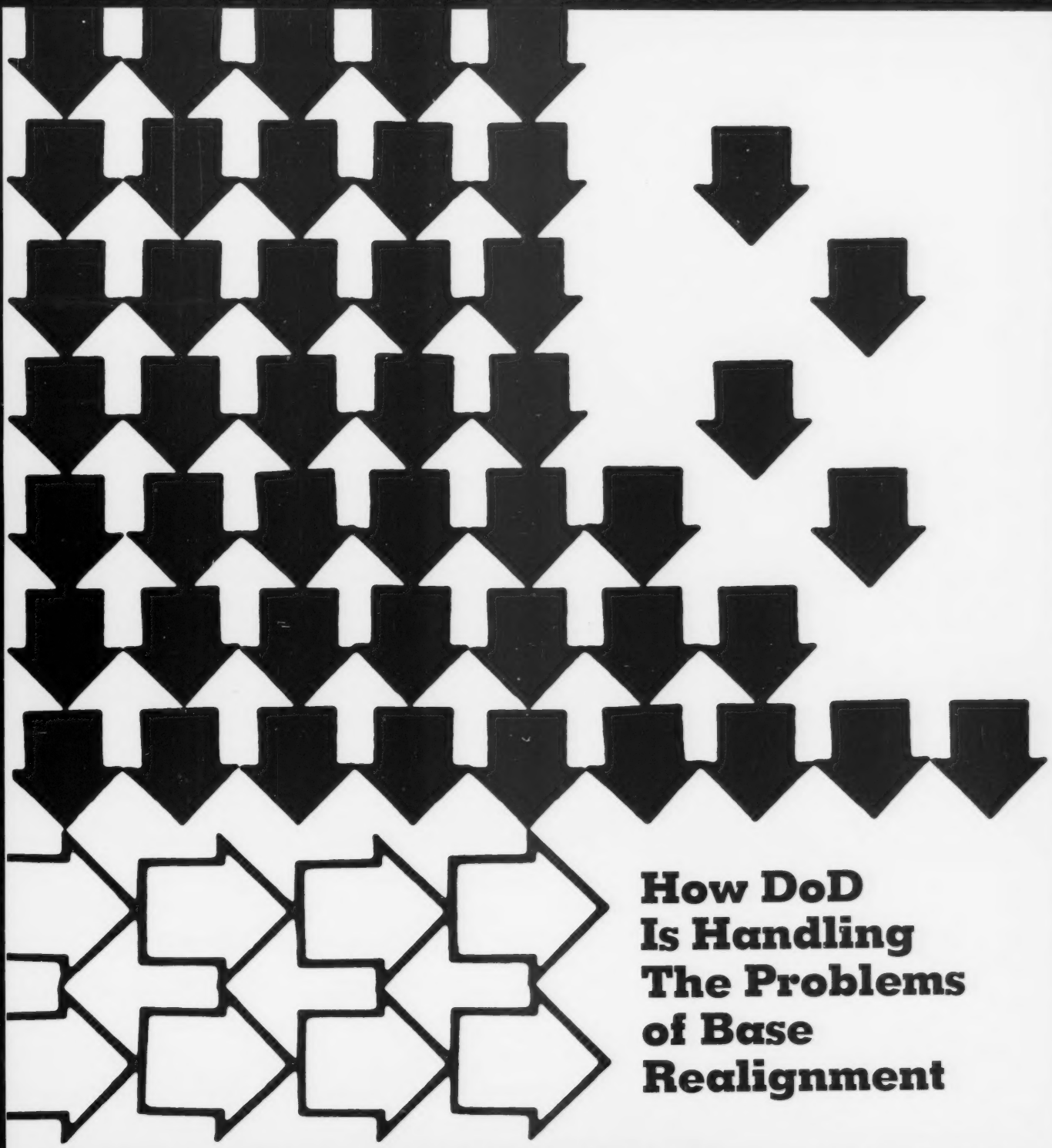

How DoD Is Handling The Problems of Base Realignment

COMMANDERS DIGEST

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DEFENSE SECRETARY ANNOUNCES BASE REALIGNMENT PROPOSALS

Secretary of Defense Harold Brown approved recommendations of the Secretaries of the Army, Navy and Air Force to realign, reduce or close 85 military installations and activities in the United States. These proposals, if fully implemented after the necessary studies have been completed during the next year, could reduce annual Defense costs by more than $337 million.

The proposals, which would eliminate 14,600 military and 8,600 civilian positions, are part of Secretary Brown's program to ensure the greatest possible efficiency in Defense spending for the taxpayer. The proposals are prudent management actions required to reduce non-essential annual Defense expenditures. Savings could be used for higher priority needs, including increased combat effectiveness and readiness.

Every effort will be made to provide maximum assistance to affected Defense employees under the Defense Program for Stability of Civilian Employment. This Program assists affected employees in obtaining other acceptable employment.

In addition, under a new Executive Order recently signed by President Carter, the Interagency Economic Adjustment Committee (EAC) has been strengthened to provide Federal assistance more effectively to affected communities. Under the President's order, interagency Economic Adjustment teams now will be available to assist local communities on request after the proposals for study are announced, rather than (as had previously been the case) only at the end of the study process. The Economic Adjustment Committee also will identify appropriate resources which may be available from the domestic agencies before the final realignment decisions are made, to help ensure that essential aid is available on time. With community cooperation, an Economic Adjustment Plan can be available when final realignment decisions are made.

The Economic Adjustment Committee is chaired by the Secretary of Defense.

DoD Provides Assistance To Impacted Areas

Dr. John P. White
Assistant Secretary of Defense (Manpower, Reserve Affairs and Logistics)

Our present approach to adjustment assistance has its roots in a situation like that which we face today. In 1961, President John F. Kennedy assumed office with a commitment to reduce Defense expenditures. This meant reductions in people, contracts and bases. In fact, such changes are required and such actions are taken every day that can have serious impact somewhere. The Economic Adjustment Program was established to respond to such problems.

We are committed to considering the impact that program changes may have on individuals and communities and, wherever possible, to implement those actions in a manner that will minimize the impact.

There are, however, two problems. First, it is inevitable that we must proceed with some changes that will have a serious impact. Base closures, major organization changes and program terminations, like the B-1 bomber, are examples. Second, in some instances it will not be apparent at the time and place of decision that a change will, in fact, cause a serious impact. Operating force adjustments, changes in contract requirements, reductions-in-force are examples.

These problems are complicated by the size and complexity of the Department of Defense and by large variations in the economic health of the Nation's communities. Within the three military departments and 12 Defense agencies, there are three million military and civilian employees. In the continental United States, there are 4,500 installations—bases, depots, shipyards and offices. In this group there are tens of thousands of managers making decisions every day that increase or decrease activities and expenditures somewhere. Fortunately, the impact of most of these decisions is absorbed in the normal ebb and flow of the local economy.

Defense's problem is to identify and respond to those changes that cannot be absorbed—whether the reason is the magnitude of the change or weakness in local

Q&A

Q. What is the President's Economic Adjustment Committee and why was it formed?

A. Since May 1961 the Department of Defense has provided assistance to more than 200 communities throughout the Nation affected by major Defense personnel cutbacks, contract terminations and military base closures. In March 1970, the President's Economic Adjustment Committee (EAC) was created under the Chairmanship of the Secretary of Defense to coordinate the resources of Federal executive departments and agencies in providing assistance to the affected communities. Nineteen member departments and agencies have each assigned top-level professional staff to see that the required support is delivered. The Department of Defense, Office of Economic Adjustment, serves as the permanent EAC staff and is responsible for marshalling resources to deal with individual community problems and to coordinate and manage the overall economic adjustment effort throughout the Nation. Executive Order 12049 provides overall direction and policy guidance for Defense Economic Adjustment Programs.

Q. What type of community economic adjustment problems are addressed by the President's Economic Adjustment Committee?

A. The President's Economic Adjustment Committee becomes involved in serious community economic adjustment problems which are caused by Defense program changes. These include changes in requirements for military systems, equipment, materiel, services, forces, organizatons and installation. While program changes are initiated throughout DoD on a continuous basis, the vast majority do not result in a significant local impact. Those program changes or realignments which cause most serious community problems involve:

- sizable personnel reduction;

economy. For example, the termination of the Safeguard System as a result of the first SALT agreement displaced 5,000 Western Electric employees in North Carolina, without a problem or need for assistance. The termination of the B-1 affected 6,000 people in the Los Angeles basin, resulting in a requirement for moderate assistance.

On the other hand, the closure of Frankford Arsenal in Philadelphia, with a loss of half that many jobs, has resulted in one of our most time-consuming and difficult assistance projects.

Throughout the years there have been many impact problems and many lessons have been learned. DoD's present assistance approach not only reflects the experiences of those who now run the program, but sizable contributions from other Federal, State and local agencies.

The kinds of actions that cause problems have been mentioned, and now key points that govern efforts to resolve problems through the President's Economic Adjustment Committee will be addressed. They are:

- Assistance is rendered only upon request of officials of impacted communities. Most requests are endorsed by the congressional delegation.
- Local officials must recognize the scope and extent of the impact problem, the complex demands of an adjustment effort and be willing to provide strong local leadership.
- Local, State and Federal public and private sector officials must develop a consensus strategy and action plan that is feasible for implementation and responsive to the impact situation.
- Federal resources are focused on infrastructure improvements and other local needs that will reinforce local efforts to attract new private sector investment and jobs.
- Maximum advantage is taken of any local, State or Federal plans or projects that may exist or be underway. Thus, an Economic Adjustment project may either reinforce an ongoing Federal

- base closures;
- major procurement contract cutbacks, or
- significant increases in military activities, i.e., "growth" impacts.

In the first three instances (above), the problems stem from a sizable reduction in the flow of DoD funds and the attendant loss of jobs. In the last, the problems stem from a significant increase in both funds and employment in a community.

Q. What is the frequency of serious community problems caused by Defense program changes?

A. Several hundred DoD realignment actions each year have little measurable effect on the number of jobs or the size of Defense expenditures in a local community. An impact sufficiently serious to warrant economic adjustment assistance, however, occurs in only a small percentage of the actions. In recent years it has been necessary to initiate approximately 25 community economic adjustment projects annually.

Q. What is a serious community impact?

A. It is essentially a judgment that a change in direct Defense employment or expenditures (loss or gain) and the related secondary effects exceed the community's capacity to absorb the change without extraordinary assistance. Judgments typically reflect factors such as:

- the size of the job loss or gain vs. the area workforce;
- the existing infrastructure and economic base;
- economic trends in the area;
- planned developments;
- geographic location;
- natural resources.

Experience has demonstrated that the impact of a change in the number of local jobs and expenditures in a community can range from little or no problem to "serious," depending on the local circumstances.

Q. What are the kinds of community problems that require economic adjustment assistance?

A. The first and foremost problem is usually the loss of Defense jobs, which creates a need to generate new replacement jobs. A community's ability to generate new jobs is, in truth, dependent upon effective organization and a feasible development strategy. Every community has unmet needs and limitations which frequently must be addressed if the community is to be successful in attracting new business, industry or other activity which will add new jobs. No two communities' situations are alike so it is necessary to assess each in sufficient detail to identify specific problems or needs and the resources that may be available to meet those needs.

Q. Does the President's Economic Adjustment Committee automatically provide assistance to impacted communities?

A. No. Any community that feels they have been hurt by realignment actions can request help.

Q. How does a community seek Federal aid?

A. A request for assistance should be made to the Chairman or Co-Chairman of

program or derive benefit from it.

• Economic Adjustment project success is heavily dependent upon a cooperative working relationship among Federal, State and local public and private sector groups. In most cases, this is a new experience for all concerned.

• Community requirements for Federal resources fall in three categories. The first category involves requirements for technical expertise, know-how, or authorities related to the agency's mission; for example, a new airport, an energy problem or the acquisition of surplus property. The second category involves requirements for Federal funds. Early requirements for funds are generally associated with plans, feasibility studies and local organizational needs incident to the management of a project. These usually involve comparatively small amounts—from $25,000 to $75,000 and, depending on the circumstances, might logically be requested from any one of several agencies. Larger amounts for implementing project actions are not normally required at the outset but are susceptible to consideration in the planning, programming and budgeting cycle of the concerned agency. The third category involves excess military base property that may be available in some base closure situations and which is of a character or kind that will fill a serious community need or can be used for productive civilian purposes.

These are highlights of the Economic Adjustment Program. The current package of realignments illustrates the diversity in the changes that are necessary.

The general requirements for Economic Adjustment assistance have been outlined, some new requirements have been identified and some key points of DoD's assistance program have been covered. It is against this background that the President initiated the recent Executive order.

the President's Economic Adjustment Committee. The Chairman is the Secretary of Defense and the Co-chairman is the Assistant Secretary of Defense for Manpower, Reserve Affairs and Logistics (MRA&L). The request can come from local leaders, an area congressman or the governor of a State.

Q. What happens after assistance is requested?

A. Basic information on the existing economic situation in the community is sought from public and private groups and area congressmen. After this information is evaluated, OEA representatives visit the community and, with the help of local leaders, do an on-the-spot evaluation of the strengths and weaknesses of the area. If a base has been closed, a preliminary survey is made to determine how the base might best be adapted to non-military use. Working with local citizens, a Federal team may later formulate a plan for economc recovery.

Q. How is the plan determined?

A. Data on the community is carefully analyzed to determine the area's long range needs as well as the more apparent immediate problems. This analysis may bring to light the fact that the area lacks some of the incentives needed to attract new industry, i.e., an adequate water and sewer system, the ability to provide the kind of skilled workers needed by a specific industry, adequate transportation facilities, sufficient housing in desirable price ranges, recreational and cultural facilities, a hospital or good educational environment. Detailed study may indicate that the community should direct its efforts toward farm labor program rather than industrial locations. The study may well uncover historic and recreational potentials that can be attractive to tourists. The final plan takes into consideration many inter-related factors to make the recovery strategy work effectively.

Q. What is the community's responsibility?

A. The basic responsibility for carrying out an economic recovery plan lies squarely with the community itself. Success depends in large measure on the dedication and willingness of community leaders to become totally involved in the recovery process. The community has to indicate a willingness to back up recovery action with local funds. Individual initiative must come into full play. The Federal Government stands ready to help—but only after a community has demonstrated its willingness and ability to marshal its own resources in a concerted effort to "help itself."

Q. What part does the committee play in the recovery program?

A. After advising a community on how to draw up a plan of action, the Federal team continues to work with local leadership to get the plan off to a good start. Throughout the project, the Committee represents the community's interests in Washington. The staff's expert knowledge on the types of assistance available from various Federal agencies is used to aid the community in getting the kind of Federal-Community effort that finally moves the project

from the "planning" stage to the "action" phase. For example, suppose an industry is considering locating in an area but feels there should be a printing plant in town capable of producing four-color pamphlets, labels, etc. . The community with the help of the Committee, may find it is possible to pave the way for a Small Business Administration loan to the local printer so he can purchase the equipment needed to do four-color process printing. This type of assistance has a cumulative effect. It not only helps the small businessman increase his own capabilities, but also provides the exact type of service necessary to the plant considering locating in the area. If major assistance is required, like a larger sewage disposal plant than a town presently has, the Environmental Protection Agency or the Economic Development Administration might be contacted for a possible grant to help get the job done. If a lack of skilled technicians is hampering a community's changes for recovery, the Federal team and the community could apply their efforts toward obtaining special Department of Labor assistance to provide job training programs or from the Department of Health, Education and Welfare to establish a vocational-technical training school.

Q. Have funds been budgeted for assistance programs? It not, how do you intend to fund this assistance?

A. The economic adjustment assistance effort utilizes the funds and resources of existing programs throughout the Federal Government. The needs of the community determine which programs are tapped. These needs are determined by the President's Committee and the community leadership working together. Once a development strategy has been adopted, the community and the President's Committee, in conjunction with the State and the private sector, apply themselves to seeing that each and every action in that strategy is implemented. If the strategy calls for a tourism thrust, you can be sure that the Department of the Interior's Heritage, Conservation and Recreation Service is called upon. The Presidential Executive Order of 1978 directs department and agency heads to accord priority consideration to applications from communities being served by the President's Economic Adjustment Committee.

Q. If the President's Committee only helps those communities that are substantially affected by Defense impacts, who can the less severely hurt communities turn to for help?

A. The Committee will render whatever assistance is needed to any community that has suffered from a Defense impact. The degree of assistance, however, is keyed to the severity of the impact.

Q. Is the nature of the economic assistance program limited only to job creation?

A. No. Impacts take many forms, e.g., impacts in employment, housing, schools, trades and services, etc. These impacts cut across all sectors of the community. Therefore, our assistance program has to address all sectors of the community.

Q. How long does it take to offset the adverse impact in a community?

A. The Committee is prepared to move on the adjustment effort as fast as the community is prepared to move. Our experience is that these recovery efforts take from a few months to as long as three years—and in some cases longer. The speed of recovery depends on several factors, such as: location, the severity of the problems, local leadership, and the level of support provided by all facets of government and business to carry out the required program. For example, in the community of Neosho, Mo., the employment impact of 1,200 job losses was eliminated in a nine-month period, and within two years, the community has generated 2,500 new jobs.

Q. Is the Committee's effort focused primarily on communities?

A. Not entirely. The Committee's effort is directed equally in assisting individuals whose jobs have been affected, and the Department of Defense is prepared to provide maximum assistance to every individual Defense employee whose job is affected.

Q. How is contact maintained with communities?

A. Field offices of the President's Committee have been established in Atlanta, Kansas City, Boston and Los Angeles to work with the mayors, governors and particularly with the Federal Regional Councils.

Q. How many people are employed in this program?

A. The personnel resources available to the Committee are practically unlimited. Expertise from throughout the Federal Government is available. All departments and agencies of Government may be called upon to make inputs. The coordinating arm of the Committee to bring these Federal teams together is centered in the Department of Defense, Office of Economic Adjustment.

EAC: President's Helping Hand In Defense Realignments

Members of the President's Economic Adjustment Committee (EAC) met recently to discuss improvements in the Federal program for assisting individuals and communities that may be affected by major Defense realignment actions.

The Committee, which includes representatives of 18 major Federal Executive agencies, works with local and State officials to develop and carry out adjustment plans to alleviate serious impacts. President Carter recently issued a new Executive Order to strengthen the Committee and to assure that available Federal resources are coordinated and targeted in a manner that is responsive to the most important needs of impacted communities.

Deputy Secretary of Defense Charles Duncan told the Committee that the ability of the Department of Defense to realign bases in the interest of efficiency is directly linked to the Administration's ability to provide effective economic adjustment assistance. Jack Watson, Assistant to the President for Intergovernmental Affairs, discussed changes required by the Executive Order. These include earlier planning assistance to communities and improved coordination of Federal funding so that adjustment resources will be available when needed.

The Economic Adjustment Committee is composed of the following: Department of Defense, Department of Agriculture, Department of Commerce, Department of Energy, Department of Health, Education & Welfare, Department of Housing and Urban Development, Department of Interior, Department of Labor, Department of Transportation, Department of Justice, Council of Economic Advisers, Office of Management and Budget, United States Arms Control and Disarmament Agency, Environmental Protection Agency, Community Services Administration, General Services Administration, Small Business Administration, Civil Service Commission and White House Office of Intergovernmental Affairs.

Base Closing: What Impact On Economy

Deputy Secretary Duncan

When Secretary of Defense Harold Brown asked me to join his staff, he outlined a series of very difficult and complex management problems that he wanted me to address, involving cost and effectiveness of forces, organizations and systems. One of the first big problems I faced was base closures.

The fundamental concern, once a community is convinced of a base closure, is the economic and job loss impact of these actions and the provisions for assisting those affected. Our ability to realign bases in the interest of efficiency is directly and tightly linked to the Administration's ability to provide effective economic adjustment assistance.

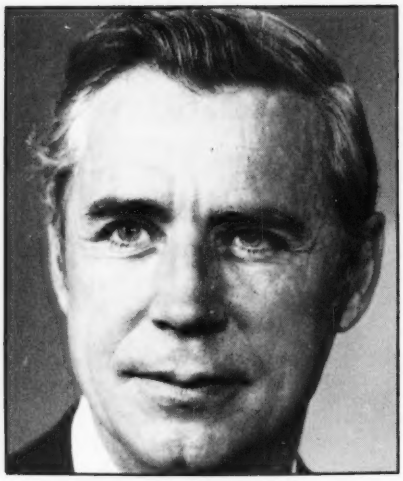
Charles W. Duncan
Deputy Secretary of Defense

There must be a broad framework of understanding among Federal executive agencies so that the myriad of detailed actions involved in each adjustment project can be dealt with effectively and responsively at the appropriate level of the agency whose expertise, authorities or resource programs may be applicable and helpful.

I am sure you realize the diversity of viewpoints and sensitivities that surround Defense program changes and economic adjustment assistance. The Executive Order (No. 12049) and Presidential memo are intended to strengthen and improve the system. In effect, these documents also affirm the validity of the basic approach. The challenge of implementing improvements in a sensitive, nationwide, interagency, intergovernmental mission will require all the support and cooperation we can muster.

Within the Defense Department, Dr. John White, Assistant Secretary of Defense for Manpower, Reserve Affairs and Logistics, has overall responsibility for Installations and for Economic Adjustment. Thus, he has been assigned responsibility for implementing the desired improvements.

EAC Helps Community Help Self



William J. Sheehan

William J. Sheehan is Director of the Office of Economic Adjustment in the Office of the Secretary of Defense. He also serves as Executive Director of the President's Economic Adjustment Committee.

Sheehan joined the Office of Economic Adjustment in June 1966 as a development economist. In January 1971, he was appointed Deputy Director and succeeded to the directorship in August 1971.

Prior to joining the Department of Defense, Sheehan held positions as the Director of the Institute for Regional Development, Ohio University, and Deputy Director, Battelle Memorial Institute, Area Economic Division. He also held positions with the U. S. Department of Commerce, the U. S. Navy Department and the Aluminum Company of America. From 1941-1945 he served with the U. S. Marine Corps in the Pacific.

Sheehan received a BA Degree in Geography from Catholic University in Washington, D. C. He earned an MA Degree in 1953 from Catholic University.

The role of the Economic Adjustment Committee (EAC) is to help a community help itself in making necessary adjustments. It does this by developing a coordinated Federal response to individual community circumstances in concert with the goals and objectives of community leaders. The program uses State and local resources, in addition to Federal resources, to create new private sector jobs and to reduce dependence on Defense activities. The EAC also enlists the support of the private sector in cooperative projects that are responsive to the needs of an affected community.

Working closely with community leaders the EAC has undertaken projects which have brought about some excellent results. Total jobs gained exceed Defense-related jobs lost. The number of businesses now operating on former Defense property runs into the hundreds. Thousands of students are attending schools using on-base educational facilities.

Communities now possess millions of dollars worth of former military facilities, housing and other valuable excess military assets. But most important of all, these communities have on-going economic development programs that promise continued social and economic well-being.

A survey of 75 completed economic adjustment projects involving military base realignment actions has provided data which reflects the breadth and scope of achievements of past community programs. The data represents actual performance as reported by the affected communities and as such bears favorably on the relative merit of the overall program approach.

In total, the following experience highlights the 75 community adjustment situations:

- A total of 78,765 civilian jobs are now located on the former Defense facilities to replace the loss of 68,800 former DoD civilian or contractor jobs. Within this total, 69,542 are new jobs, with 9,223 jobs relocated to improved facilities on the bases. Another 10,540 new civilian jobs off-base are directly attributable to the economic adjustment effort.
- Seven four-year colleges, 26 post-secondary vocational technical institutes, and six high school vocational-technical programs have been established at former bases. The re-use of the former Defense facilities for new vocational-technical education has provided a strong job-inducement contribution to the future community economic development programs.
- In total, there are 52,512 college and post-secondary students, 4,215 students in secondary vocational-technical programs, and 5,309 trainees now receiving education and training at 48 former Defense bases.
- In 72 of the 75 community cases, the former Defense facilities have been effectively re-used by the impact communities for a wide range of industrial, education, aviation, commercial and public uses.
- Industrial parks have been established at 47 of the former Defense bases. Three of the former bases are excess Defense plant facilities which are now operated as private sector industrial plants. Thirty-one of the former bases are being used as municipal and general aviation airports.

In addition to the completed projects, as of April 1978, adjustment assistance is being furnished to 42 active communities in 27 States, Puerto Rico and Guam. Many of these projects involve base facilities which will be conveyed or sold to the impacted communities. Interim civilian use has been authorized at bases generating much needed replacement jobs at the earliest possible time.

The experience of the President's Economic Adjustment Committee, drawn from many successful efforts during the years, has affirmed that:

- A community with dedicated local leadership willing to rise to the challenge usually can accomplish its objectives.
- Use of the experience of other area adjustment efforts will save time and money, and reduce conflict over recovery goals.
- Comparatively few dollars, when used to support a well-developed recovery strategy, pay greater dividends than many dollars directed at random into a crisis situation.
- The best and fastest economic progress occurs when community, Federal, and State agencies work in close cooperation and utilize appropriate private sector resources.

It seems reasonable to expect that, in the future, communities facing similar challenges can profit from this past experience.

Military Installation Actions

Army

CALIFORNIA

Monterey — Fort Ord could receive 310 military and 421 civilian positions as a result of the study to reduce the Presidio.

Oakland — At the Oakland area Military Traffic Management Command, the Army will study the possible consolidation of all Military Traffic Management Command inland traffic functions, as well as some administrative activities, at the headquarters location in Arlington, Va. The study will also examine consolidating all finance and accounting functions at Bayonne, N.J. As a result, four military and 110 civilian positions may be affected.

Oakland — The Naval Regional Medical Center could receive 363 military and 300 civilian positions as a result of the study to close Letterman Army Medical Center.

San Francisco — At Letterman Army Medical Center, the Army will study the possible closure of this medical facility except for an outpatient clinic. Other activities would be transferred to medical activities in the area. As a result, 750 military and 800 civilian positions may be affected.

San Francisco — Installation activities at the Presidio will be reviewed with the objective of reducing support to the minimum necessary to support the residual activities that will be retained. The Army will also study the closure of Fort Baker. As a result, 1,599 military and 1,888 civilian positions may be affected.

San Francisco — The Naval Station at Treasure Island could receive 986 military and 936 civilian positions as a result of the study to reduce the Presidio.

COLORADO

Colorado Springs — At Fort Carson, the Army will reduce the authorized civilian workforce by 161 positions by June 30, 1978. The reductions result from reduced workload and minor mission changes.

HAWAII

Honolulu — The U.S. Army Communications Command (USACC) will study the possible reduction or relocation of the Army Theater Communications Security Logistics Support Center, Pacific at Fort Kamehameha in Hawaii. As a result, 21 military and 32 civilian positions may be affected.

ILLINOIS

Highland Park — At Fort Sheridan, the Army will study the possible closure of this installation except for a Reserve Center. All other activities would be relocated to other military installations or activities. As a result, 1,188 military and 1,365 civilian positions may be affected.

Rock Island — At Rock Island Arsenal, the Army will study the possible consolidation of the U.S. Army Management Engineering Training Agency and the U.S. Army Logistics Management Center into one school at Fort Lee, Va. As a result, 98 civilian positions may be affected.

INDIANA

Indianapolis — Fort Benjamin Harrison could receive 1,563 military and 2,555 civilian positions as a result of the studies to relocate the Military Personnel Center from Alexandria and to close Fort Sheridan.

KANSAS

Junction City — At Fort Riley, the Army will reduce the authorized civilian workforce by 188 positions by June 30, 1978. The reductions result from reduced workload and minor mission changes.

MISSOURI

St. Louis — The U.S. Army Materiel Development and Readiness Command (DARCOM) will study the possible relocation of the DARCOM Logistics Systems Support Agency (LSSA), currently located at Letterkenny Army Depot, Chambersburg, Pa. and its consolidation with the Automated Logistics Management Systems Activity (ALMSA) in St. Louis. As a result, 72 civilian positions may be affected. In addition 194 civilian positions could be received from Chambersburg.

NEW JERSEY

Wrightstown — At Fort Dix, the Army will study the possible closure of the U.S. Army Training Center (ATC). As a result, 2,227 military and 773 civilian positions may be affected.

Bayonne — At the Bayonne area Military Traffic Management Command (MTMC), the Army will study the possible consolidation of all Military Traffic Management Command inland traffic functions, as well as some administrative activities, at the headquarters location in Arlington, Va., and the transfer of finance and accounting functions from MTMC, Oakland, Calif. As a result, 15 military personnel and 190 civilian positions may be affected.

PENNSYLVANIA

The U.S. Army Materiel Development and Readiness Command (DARCOM) will study the possible relocation of the DARCOM Logistics Systems Support Agency (LSSA), currently located at Letterkenny Army Depot, Chambersburg, Pa., and its consolidation with the Automated Logistics Management System Activity (ALMSA) in St. Louis, Mo. As a result, 216 civilian positions may be affected.

SOUTH CAROLINA

Columbia — At Fort Jackson, the Army will study possible closure of the U.S. Army Training Center (ATC). As a result, 2,706 military and 922 civilian positions may be affected.

TEXAS

El Paso — At Fort Bliss, the Army will study the possible closure of the Army Training Brigade. As a result, 608 military and 41 civilian positions may be affected.

UTAH

Salt Lake City — At Fort Douglas, the Army will study the possible closure of Fort Douglas with the exception of the Reserve Center and the Area Maintenance Support Activity. As a result, 5 military and 97 civilian positions may be affected.

Dugway — At Dugway Proving Ground, the Army will study the possible consolidation of base operations and support activities of this post with those of nearby Tooele Army Depot. Dugway would become a subpost of the Depot. As a result, 87 military and 331 civilian positions may be affected.

VIRGINIA

Alexandria — The Army will study the possible relocation of the U.S. Army Military Personnel Center (MILPERCEN) located in the Hoffman Building, to Fort Ben Harrison, Ind. As a result, 980 military and 1,935 civilian positions may be affected.

Arlington — The Headquarters Military Traffic Management Command (MTMC) could receive one military and 228 civilian positions as a result of a study to consolidate MTMC activities from Bayonne, N.J. and Oakland, Calif.

Hampton — The Army will study the possible closure of Fort Monroe except for facilities occupied by the Navy Surface Weapons Center and the 72d Tactical Control Flight, U.S. Air Force. The Headquarters of the Training and Doctrine Command (TRADOC) would move to Fort Eustis, or Langley Air Force Base, Va., or Fort Knox, Ky. Other locations would be considered. As a result, 1,271 military and 1,614 civilian positions may be affected.

Hampton or Newport News	Fort Eustis or Langley Air Force Base could receive 1,040 military and 1,321 civilian positions as a result of the study to relocate the Army's Headquarters TRADOC and close Fort Monroe.
Newport News	The U.S. Army Materiel Development and Readiness Command will study the possible disestablishment of the Applied Technology Laboratory of the U.S. Army Research and Technology Laboratories and the transfer of its functions to other laboratories. As a result, 18 military and 286 civilian positions may be affected.
Petersburg	Fort Lee could receive 73 civilian positions as a result of the study to relocate the Army Management Engineering Training Agency from Rock Island, Ill.

WASHINGTON

Tacoma	Fort Lewis could receive 194 military and one civilian as a result of the study to reduce the Presidio.

WISCONSIN

Sparta	Fort McCoy could receive 44 military and 116 civilians positions as a result of the studies to reduce the Presidio of San Francisco and close Fort Sheridan, Ill.

AIR FORCE

ALABAMA

Dauphin Island	The Dauphin Island Air Force Station will be inactivated. Positions affected by this action are 7 military.

CALIFORNIA

Cambria	The Cambria Air Force Station will be inactivated. Positions affected by this action are 90 military and 25 civilians.
Los Angeles	Los Angeles Air Force Station is proposed for closure. Positions affected would be 1,400 military and 1,050 civilians excluding contractor personnel. Study will consider relocating essential activities to Vandenberg, Norton and Edwards Air Force Bases, Calif. Numbers of personnel to be relocated to each location to be determined by the study. San Pedro Hill Air Force Station will be transferred to the FAA for use in the new Joint Surveillance System. Positions affected by this action are 18 military and 5 civilians.
Mill Valley	Mill Valley Air Force Station will be transferred to the FAA for use in the new Joint Surveillance System. Positions affected by this action are 143 military and 30 civilians.
Mt. Laguna	Mt. Laguna Air Force Station will be transferred to the FAA for use in the new Joint Surveillance System. Positions affected by this action are 133 military and 30 civilians.
Twin Creek	Almaden Air Force Station will be inactivated. Positions affected by this action are 100 military and 20 civilians.
Requa	Klamath Air Force Station will be transferred to the FAA for use in the new Joint Surveillance System. Positions affected by the action are 93 military and 25 civilians.

FLORIDA

Cocoa Beach	The Air Force Radar Site, Patrick Air Force Base will be transferred to the FAA for use in the new Joint Surveillance System. Positions affected by this action are 25 military.
Orange Park	The Jacksonville Air Force Station will be inactivated. Positions affected by this action are 60 military and 10 civilians.
Panama City	The Air Force Radar Site, Tyndall Air Force Base will be transferred to the FAA for use in the new Joint Surveillance System. Positions affected by this action are 20 military.
Perrine	The Richmond Air Force Station will be transferred to the FAA for use in the new Joint Surveillance System. Positions affected by this action are 22 military and 1 civilian.
Tampa	The Air Force Radar Site, MacDill Air Force Base will be transferred to the FAA for use in the new Joint Surveillance System. Positions affected by this action are 55 military and 5 civilians.
Key West	The Air Force Radar Site, Naval Air Station Key West will be transferred to the FAA for use in the new Joint Surveillance System. Positions affected by this action are 33 military and 1 civilian.

GEORGIA

Savannah	The Savannah Air Force Station will be inactivated. Positions affected by this action are 70 military and 10 civilians.

MINNESOTA

Baudette	The Baudette Air Force Station will be inactivated. Positions affected by this action are 100 military and 30 civilians.
Finland	The Finland Air Force Station will be inactivated and operation transferred to FAA at Nashwauk for use in the Joint Surveillance System. Positions affected by this action are 93 military and 25 civilians.

MONTANA

Great Falls	The Air Force Radar Site, Malmstrom Air Force Base will be transferred to the FAA for use in the new Joint Surveillance System. Positions affected by this action are 20 military.
Harve	The Harve Air Force Station will be inactivated. Positions affected by this action are 95 military and 25 civilians.
Lakeside	The Kalispell Air Force Station will be transferred to the FAA for use in the new Joint Surveillance System. Positions affected by this action are 23 military.
Opheim	The Opheim Air Force Station will be inactivated. Positions affected by this action are 90 military and 25 civilians.

NEW YORK

Lockport	The Lockport Air Force Station will be inactivated. Positions affected by this action are 95 military and 25 civilians.
Montauk	The Montauk Air Force Station will be inactivated. Positions affected by this action are 110 military and 30 civilians.

ILLINOIS

Rantoul	Chanute Air Force Base is proposed for closure. The realignment of technical training requirement to the other four Air Force technical training bases (Sheppard, Tex.; Keesler, Miss.; Lowry, Colo. and Lackland, Tex.) will be studied. Positions affected by this proposal are 2,800 military and 1,350 civilians.

MAINE

Bucks Harbor	The Bucks Harbor Air Force Station will be transferred to the FAA for use in the new Joint Surveillance System. Positions affected by this action are 53 military and 10 civilians.
Caswell	The Caswell Air Force Station will be inactivated. Positions affected by this action are 80 military and 20 civilians.
Charleston	The Charleston Air Force Station will be inactivated. Positions affected by this action are 160 military and 20 civilians.

MARYLAND

Odenton	The Air Force Radar Site, Fort George G. Meade will be inactivated. Positions affected by this action are 50 military and 3 civilians.

MICHIGAN

Central	The Calumet Air Force Station will be inactivated. Positions affected by this action are 105 military and 25 civilians.
Empire	The Empire Air Force Station will be transferred to the FAA for use in the new Joint Surveillance System. Positions affected by this action are 28 military and 10 civilians.

Sault Ste. Marie	The Sault Ste. Marie Air Force Station will be inactivated. Positions affected by this action are 100 military and 20 civilians.
Watertown	The Watertown Air Force Station will be inactivated. Positions affected by this action are 97 military and 22 civilians.

NORTH CAROLINA

Roanoke Rapids	The Roanoke Rapids Air Force Station will be inactivated. Positions affected by this action are 85 military and 15 civilians.

NORTH DAKOTA

Finley	The Finley Air Force Station will be transferred to the FAA for use in the new Joint Surveillance System. Positions affected by this action are 83 military and 30 civilians.
Fortuna	The radar at Fortuna Air Force Station will be inactivated. Positions affected by this action are 110 military and civilians.
Minot	The Minot Air Force Station will be inactivated. Positions affected by this action are 90 military and 20 civilians.

OHIO

Columbus	At Rickenbacker Air Force Base, it is proposed to relocate Strategic Air Command Forces and close all facilities not required for the Air Reserve Forces. Positions affected by this proposal are 1,800 military and 450 civilians.

OREGON

Hebo	The Mount Hebo Air Force Station will be inactivated. Positions affected by this action are 160 military and 30 civilians.
Klamath Falls	At Kingsley Field, the Air Force proposes to inactivate all active Air Force activities. The Air National Guard is not affected. Positions affected by this proposal are 325 military and 200 civilians.
North Bend	The North Bend Air Force Station will be inactivated. Positions affected by this action are 90 military and 30 civilians.
Keno	The Keno Air Force Station will be transferred to the FAA for use in the new Joint Surveillance System. Military and civilian positions affected are included in Kingsley Field action.

SOUTH CAROLINA

North Charleston	The North Charleston Air Force Station will be inactivated. Positions affected by this action are 100 military and 15 civilians.

TEXAS

San Angelo	Goodfellow Air Force Base is proposed for closure. The relocation of essential functions to other as yet unidentified DoD installations will be studied. Positions affected by this proposal are 1,000 military and 325 civilian.

VERMONT

St. Albans	The Saint Albans Air Force Station will be inactivated. Postions affected by this action are 90 military and 20 civilians.

VIRGINIA

Kiptopeke	The Cape Charles Air Force Station will be inactivated. Positions affected by this action are 80 military and 25 civilians.

WASHINGTON

Blaine	The Blaine Air Force Station will be inactivated. Positions affected by this action are 100 military and 25 civilians.
Mica	The Mica Peak Air Force Station will be transferred to the FAA for use in the new JSS. Positions affected by this action are 35 military and 10 civilians.

NAVY

CALIFORNIA

Alameda Naval Air Station/ Oakland Naval Supply Center	Study relocating and consolidating the wholesale aviation supply functions of NAS Alameda and NSC Oakland. The potential impact of this proposed consolidation on NAS Alameda would be that approximately 433 civilians would report to NSC Oakland, but physically remain at NAS Alameda.
Port Hueneme Naval Hospital	Study disestablishment of the Navy Hospital, Port Hueneme and establish an outpatient clinic to provide ambulatory health care services. This action could affect 28 civilian positions and 53 military positions.
San Diego Naval Air Station/ Naval Supply Center	Study relocating and consolidating the wholesale aviation supply functions of NAS San Diego and NSC San Diego. The potential impact of this proposed consolidation on NAS San Diego could be that approximately 399 civilians would report to NSC San Diego, but physically remain at NAS San Diego.
Naval Recruit Training Center, San Diego	Study closure of RTC San Diego or RTC Great Lakes, Ill. If RTC San Diego is closed, this proposal could affect 27 civilian positions and 396 military positions. There are approximately 5,000 recruits daily undergoing training at RTC San Diego. If RTC Great Lakes closes, some civilian and military positions could be reassigned to RTC San Diego, as well as additional recruit trainees.
Marine Corps Recruit Depot, San Diego	Study closure of Marine Corps Recruit Depot, San Diego, and transfer recruit training functions to Marine Corps Base, Camp Pendleton or MCRD Parris Island. This action could affect 277 civilian positions and 1,900 military positions. There are approximately 5,700 recruits and students daily undergoing training at MCRD San Diego.
Camp Pendleton	Closure of MCRD San Diego and/or MCRD Parris Island could result in a transfer of recruit training functions and personnel to Camp Pendleton.
Long Beach Naval Support Activity	Study the renewal of homeporting fleet ships at the Naval Support Activity, Long Beach. This is based on a preliminary review of facilities required in the southern California area to support planned fleet levels and reduce overcrowding in San Diego.

DISTRICT OF COLUMBIA

Navy Yard, Washington, D. C.	Study the transfer of Chesapeake Division, Naval Facilities Engineering Command, from the Navy Yard to the Naval Base, Philadelphia, Pa. This action could affect 301 civilian positions and 13 military positions.
Headquarters, Military Sealift Command, Washington, D. C.	Study the transfer of Headquarters, Military Sealift Command (MSC) to the Naval Base, Philadelphia, Pa. This action could affect 259 civilian positions and 48 military positions.
Navy Yard, Washington, D. C.	Study the relocation of the Navy Exhibit Center from the Washington Navy Yard to the Naval Station, Great Lakes, Ill. This action could affect 13 civilian positions and 16 military positions.

FLORIDA

Key West Naval Air Station	Study the disestablishment of NAS Key West and related facilities, such as medical, commissary and Navy Exchange. This action could affect 551 civilian positions and 1,279 military positions.
Orlando Recruit Training Command	Study the consolidation of Recruit Training Command, Great Lakes, Ill., or RTC San Diego, Calif., at RTC Orlando. This action, if approved, could involve reassignment to Orlando of some civilian and military positions, as well as additional recruit trainees.

ILLINOIS

Great Lakes Recruit Training Command	Study the closure of Recruit Training Command, Great Lakes. If RTC Great Lakes is closed, this action could affect 27 civilian positions and 396 military positions. There are approximately 4,700 recruits daily undergoing training at RTC Great Lakes. If RTC San Diego closes, some civilian and military positions could be reassigned to RTC Great Lakes, as well as additional recruit trainees.

Naval Station, Great Lakes	Study the relocation of the Navy Exhibit Center from Washington, D. C. to the Naval Station, Great Lakes. This proposal could result in the reassignment of 13 civilian positions and 16 military positions to Great Lakes.
Naval Station, Great Lakes	Study the transfer of Navy Recruiting Command from Arlington, Va., to the Naval Station, Great Lakes. This proposal could result in the reassignment of 182 civilian positions and 167 military positions to Great Lakes.

LOUISIANA

New Orleans Naval Regional Medical Center	Study the disestablishment of Naval Regional Medical Center, New Orleans and establish an outpatient clinic to provide ambulatory health care services. This action could affect 92 civilian positions and 219 military positions.

MARYLAND

Annapolis Naval Hospital	Study the disestablishment of Naval Hospital, Annapolis and establish an outpatient clinic to provide ambulatory health care services. This action could eliminate 39 civilian positions and 77 military positions.
Naval Ordnance Station, Indianhead	Consolidate the Naval Sea Systems Command's Computer Applications Support and Development Office (CASDO), now located at Portsmouth, N. H., and the Central Naval Ordnance Management Information Systems Office (CENO), Indianhead at Indianhead, Md. This action could affect 137 civilian positions at Indianhead.

MICHIGAN

Detroit Naval Air Facility	Study the disestablishment of the Naval Air Facility, Detroit. This action would affect 61 civilian positions, 336 military positions and 1,030 Naval Reservists.

NEW HAMPSHIRE

Naval Shipyard, Portsmouth	Consolidate the Naval Sea Systems Command's Computer Applications Support and Development Office (CASDO), now located at Portsmouth, N. H., and the Central Naval Ordnance Management Information Systems Office (CENO), Indianhead at Indianhead, Md. This action could affect 108 civilian positions at Portsmouth.

NEW JERSEY

Lakehurst Naval Air Detachment	Study the disestablishment of Naval Reserve Detachment, Lakehurst. This action could affect 18 civilian positions, 44 military positions and 483 Naval Reservists.

PENNSYLVANIA

Naval Base, Philadelphia	Study the transfer of Chesapeake Division, Naval Facilities Engineering Command, from the Navy Yard, Washington, D. C., to Naval Base, Philadelphia, Pa. This action could result in the reassignment of 301 civilian positions and 13 military positions to Philadelphia.
Naval Base, Philadelphia	Study the transfer of Headquarters, Military Sealift Command (MSC), from Washington, D. C., to the Naval Base, Philadelphia, Pa. This action could result in reassignment of 259 civilian positions and 48 military positions to Philadelphia.
Naval Base, Philadelphia	Study the transfer of Navy Audit Service from Falls Church, Va., to the Naval Base, Philadelphia, Pa. This action could result in the reassignment of 38 civilian positions and 9 military positions to Philadelphia.
Naval Regional Medical Center, Philadelphia	Study the disestablishment of Naval Regional Medical Center, Philadelphia and establish an outpatient clinic to provide ambulatory health care services. This action could affect 345 civilian positions and 345 military positions.

SOUTH CAROLINA

Parris Island Marine Corps Recruit Depot	Study closure of Marine Corps Recruit Depots, Parris Island and/or San Diego, Calif., and transfer recruit training functions to MCRD Parris Island or MCB Camp Pendleton. If Parris Island is closed, this action could affect 137 civilian positions, 2,148 military positions and approximately 5,500 recruits and students daily undergoing training. If MCRD San Diego is closed and its functions not transferred to Camp Pendleton, some civilian and military positions, as well as additional recruit trainees, would be reassigned to MCRD Parris Island.

VIRGINIA

Falls Church	Study the transfer of Navy Audit Service from Falls Church, Va., to the Naval Base, Philadelphia, Pa. This action could affect 38 civilian positions and 9 military positions.
Arlington	Study the transfer of Navy Recruiting Command from Arlington, Va., to Naval Station, Great Lakes, Ill. This action could affect 182 civilian positions and 167 military positions.
Norfolk Naval Air Station/ Naval Supply Center	Study relocating and consolidating the wholesale aviation supply functions of NAS Norfolk and NSC Norfolk. The potential impact of this proposed consolidation on NAS Norfolk could be that approximately 390 civilians would report to NSC Norfolk, but physically remain at NAS Norfolk.
Quantico Naval Hospital	Study the disestablishment of Naval Hospital, Quantico and establish an outpatient clinic to provide ambulatory health care services. This action could eliminate 39 civilian positions and 135 military positions.

WASHINGTON

Naval Air Station, Whidbey Island	Study the disestablishment of Naval Hospital, Whidbey Island and establish an outpatient clinic to provide ambulatory health care services. This action could affect 26 civilian positions and 57 military positions.

VARIOUS LOCATIONS

	Study the disestablishment of Naval Air Reserve Detachments Miami, Fla.; Olathe, Kan.; Seattle, Wash.; Niagara Falls, N.Y.; New York City; and Denver, Colo. These actions could affect 10 civilian positions, 101 military positions and 2,800 Naval Reservists.

THE WHITE HOUSE
WASHINGTON

MEMORANDUM March 27, 1978

This Administration has initiated a major effort to strengthen military effectiveness and to reduce unnecessary Defense expenditures. Many required changes can be implemented with minimal impact on individuals and communities. Other changes, however, will involve a requirement to close installations or eliminate jobs, and these could result in a serious economic impact in some localities.

I am fully committed to a reduction in Defense costs, but the burden should not be borne solely by the citizens who happen to reside or work in an impacted area. Therefore, I am equally committed to the implementation of these changes in a manner that reflects my genuine concern for those individuals and communities that are directly affected.

I have asked Secretary Brown (Secretary of Defense) to continue to chair the Economic Adjustment Committee in order to assure that coordinated Federal assistance is provided to impacted communities when it is required and that increased consideration is given to social and economic impacts in the implementation of Defense realignment actions.

The Economic Adjustment Committee has helped many communities to overcome successfully the impact of Defense changes in the past. The scope and extent of possible future changes, however, impose a requirement for increased participation and priority attention by all agencies involved with the Committee. To meet this need, I have today signed an Executive Order designating you as a member of the Committee. I have also designated Jack Watson, my Assistant for Intergovernmental Affairs and Secretary to the Cabinet, as a member of this Committee. Additionally, you should name a representative to work closely with the permanent Committee staff in the Office of Economic Adjustment.

My objective in issuing the order to strengthen the Committee is to assure that available Federal resources are coordinated and targeted in a manner that is responsive to the most important needs of Defense impacted communities. Priority consideration should be given to requirements for technical and financial assistance or other actions that may be required to support the Committee's projects.

You will appreciate that Defense impacts vary widely and they pose a complex challenge for the affected communities and States. They also serve as a test of the ability of the Federal departments and agencies to provide effective assistance. I therefore expect you to review your agency's support of economic adjustment assistance projects with the objective of identifying improvements, wherever possible.

Recognizing that funding and property are two Federal resources most often required to resolve local impact problems, I have asked the Director of the Office of Management and Budget to (1) review arrangements for identification of economic adjustment resources in the budgets of appropriate Federal agency programs, and (2) work with the Department of Defense and the General Services Administration to ensure that Federal property procedures are streamlined to expedite the interim use and transfer of excess base properties for job-generating purposes at prices the impacted communities can afford to pay.

In addition, I have asked the Director of the Office of Management and Budget to review the adequacy of the arrangements for the implementation of this Executive Order. Your cooperation with the Secretary of Defense and the Director of OMB will enable us to implement necessary Defense changes and render more effective Federal assistance to those in need.

Jimmy Carter

DEFENSE REALIGNMENT/ECONOM
MAJOR MILESTONES/ACTIONS

	PHASE I CONCEPT FORMULATION	PHASE II DETAILED STUDY
Milestones/ Actions	1. Candidate Realignment Identified 2. Preliminary Analysis 3. Decision to Proceed	▼ 1. Public Announcement of Candid 2. Prepare Environmental Studies ← 3. Prepare Se 4. OEA Analysis of Cand 5. Congressional Liaison/ 6. Identify Funds Requir — — — — — — —
* Primary Responsibility	Service 1,2,3	Service 1,2,3,9 OEA/EAC 4,5,6,7,8
* Supportive Responsibility	ODASD(I&H) 1,2,3	ODASD(I&H) 1,2,3, 9
Typical Duration	1-6 months	3-12 months

Acronyms: EAC President's Economic Adjustment Committee ODASD(I&
EAP Economic Adjustment Program OEA

* Numbers after entries (Service, ODASD(I&H), OEA/EAC) indicate responsibilities for mile

IC ADJUSTMENT PROGRAM

	PHASE III IMPLEMENTATION
te	1. Public Announcement of Realignment Decision
	2. File Section 612 Report
	3. Community Visit
vice Realignment Study →	4. Publish EAP ▼ Preliminary Report
date Realignment	5. Implement Realignment
itial Community Visit	6. Federal Team Visit
d if Realignment is Implemented	7. Provide Project Implementation Funds
▼ 7. Prepare EAP Preliminary Report →	8. Federal Team Report
8. Provide Initial Staffing & Planning Funds	9. Surplus Property Use/Disposal
9. Decision to Proceed	10. Continue EAP Support
	Service 1,2,3,5,9 OEA/EAC 3,4,6,7,8,9,10
	ODASD(I&H) 1,2,3,5, 9
	1-3 years

H) Office, Deputy Assistant Secretary of Defense (Installations & Housing)
Office of Economic Adjustment

tones/actions

OFFICE OF ECONOMIC ADJUSTMENT
OASD (MRA&L)
APRIL 1978

WHO'S NEWS IN DEFENSE

Reassignments

Lt. Gen. Howard M. Fish, Air Force assistant vice chief of staff, was nominated for the additional duty as Senior U.S. Air Force member, Military Staff Committee, United Nations. He will continue to serve as Air Force assistant vice chief.

VAdm. Donald C. Davis, program planning director, Office of Chief of Naval Operations, will become commander-in chief, U.S. Pacific Fleet. He also has been nominated for promotion to admiral.

Maj. Gen. Richard C. Henry, development and acquisition director, Deputy Chief of Staff for Research and Development, Hq. Air Force, is slated to become commander, Space and Missiles Systems Organization (SAMSO) at Los Angeles, Calif. He also has been nominated for promotion to lieutenant general.

Lt. Gen. Fish

Maj. Gen. William B. Caldwell, III, commanding general, U.S. Army Readiness Region VI, has been named commanding general, Fifth Army. He also has been nominated for promotion to lieutenant general.

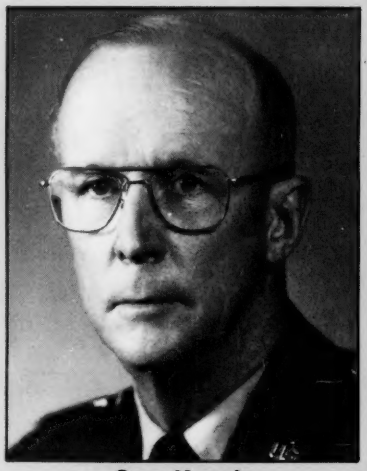
Maj. Gen. Edward J. Miller, commanding general, 4th Marine Division, will become commanding general., Fleet Marine Force, Atlantic. He also has been nominated for promotion to lieutenant general.

RAdm Sylvester R. Foley Jr., Commander-in-Chief Pacific Fleet staff, has been picked to become

VAdm. Davis

commander, Seventh Fleet. He also has been nominated for promotion to vice admiral.

RAdm. Richard Lyon, inactive reserve officer serving as commander, Naval Reserve Readiness Command Nineteen at San Diego, Calif., will go on active duty July 1, 1978 for a minimum of two years as Deputy Chief of Naval Reserves at New Orleans.



Gen. Kerwin

Retirements

Gen. Walter T. Kerwin Jr., vice chief of staff, U.S. Army, will be retired in grade effective July 1, 1978.

Lt. Gen. Allen M. Burdett Jr., commanding general, Fifth Army, also is slated to be retired in grade July 1.

Lt. Gen. Edward M. Flanagan Jr., commanding general, Sixth Army, was nominated to be placed on the retired list in his current grade, effective July 1.

Lt. Gen. C. J. Le Van, operations director, J3, Organization of the Joint Chiefs of Staff, is to be placed on the Army retired list in grade, effective July 1.

Lt. Gen. Thomas W. Morgan, Air Force Space and Missile Systems Organization (SAMSO) Commander is to be retired in grade effective May 1.

Lt. Gen. Charles E. Buckingham, Air Force Comptroller is to be retired in grade effective July 1.

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